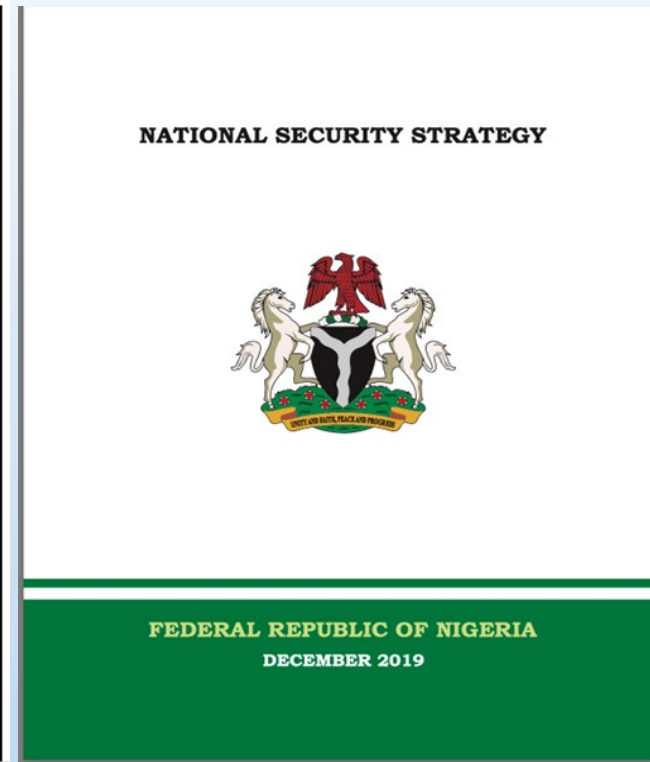
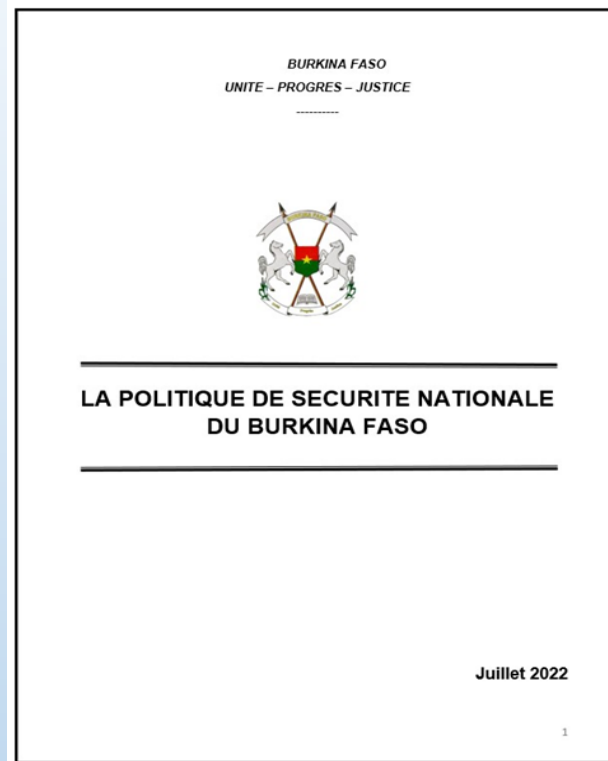
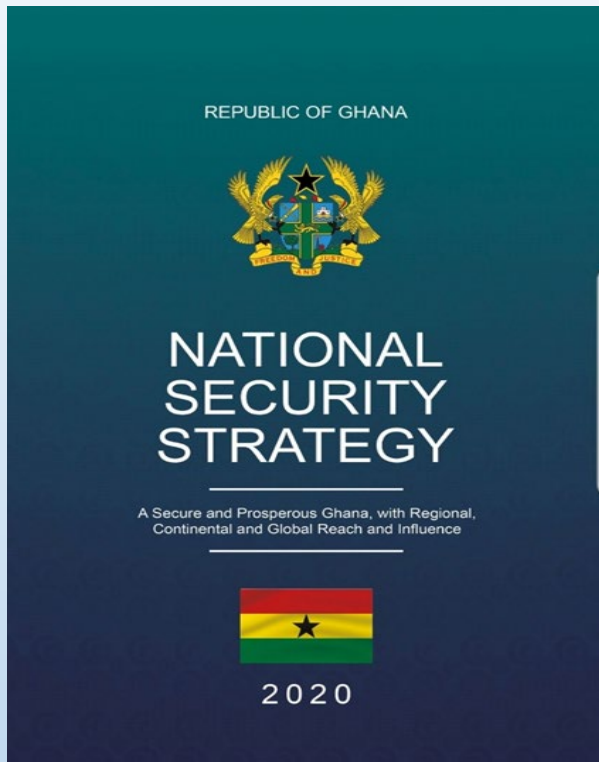




**AFRICA CENTER
FOR STRATEGIC STUDIES**

National Security Strategy Development and Implementation

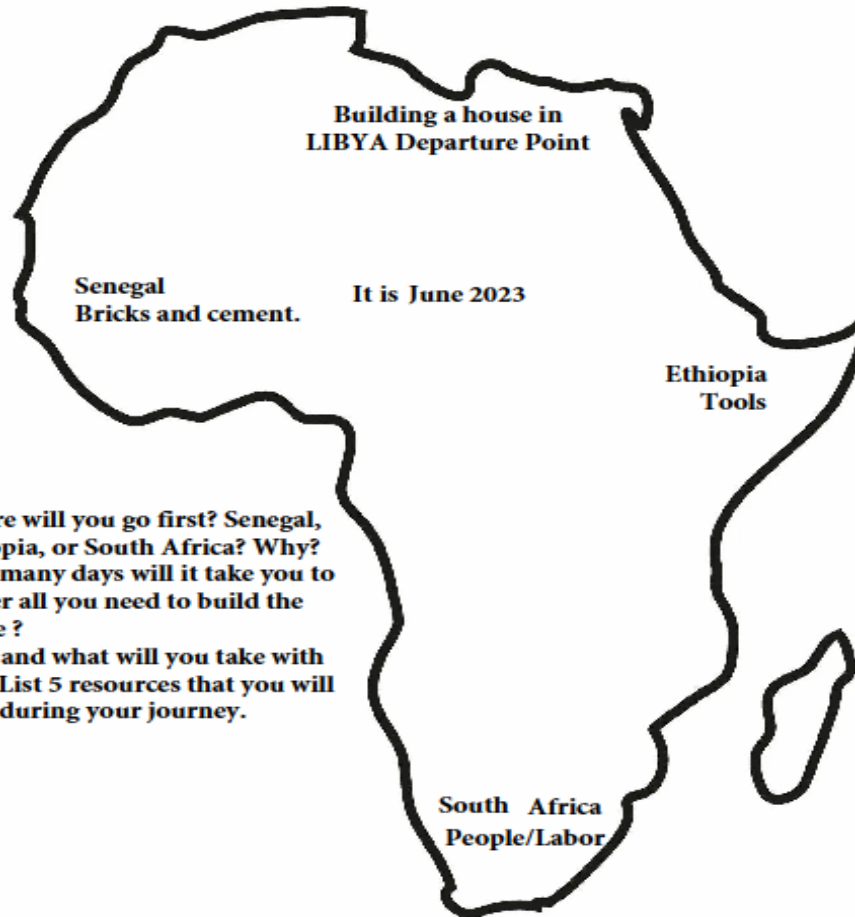


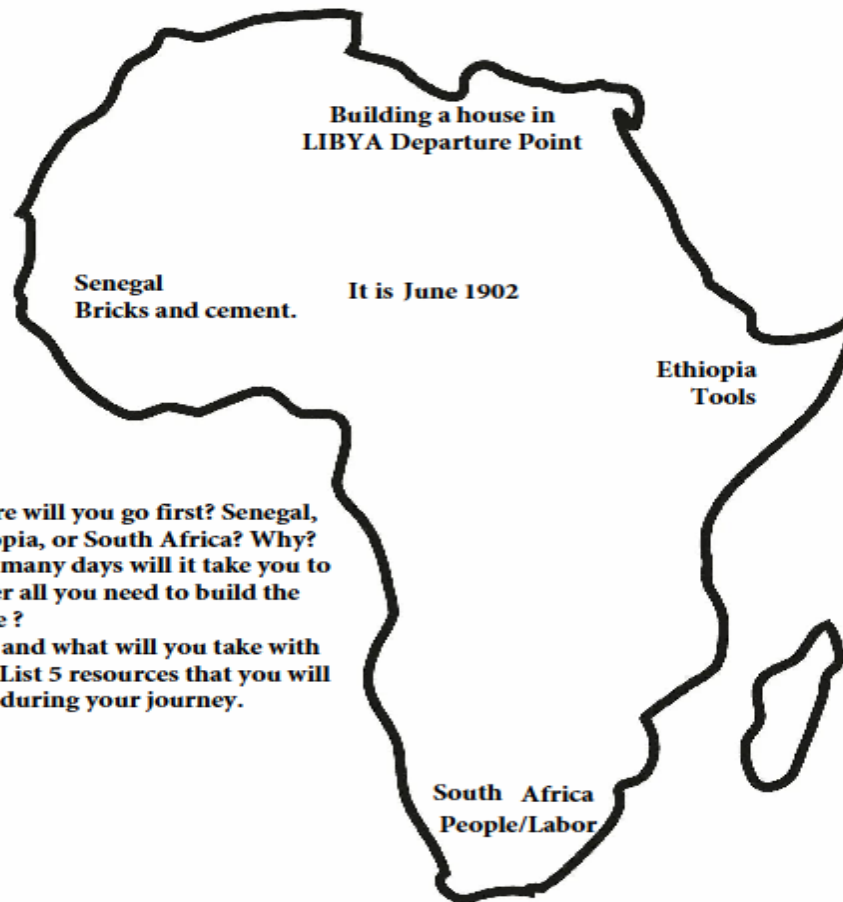
Joel Amegboh, Ph.D.

Impact through Insight

Outline

- What is a national security Strategy?
- How do national security strategies contribute to good governance?
- What are the key challenges in formulating a national security strategy?



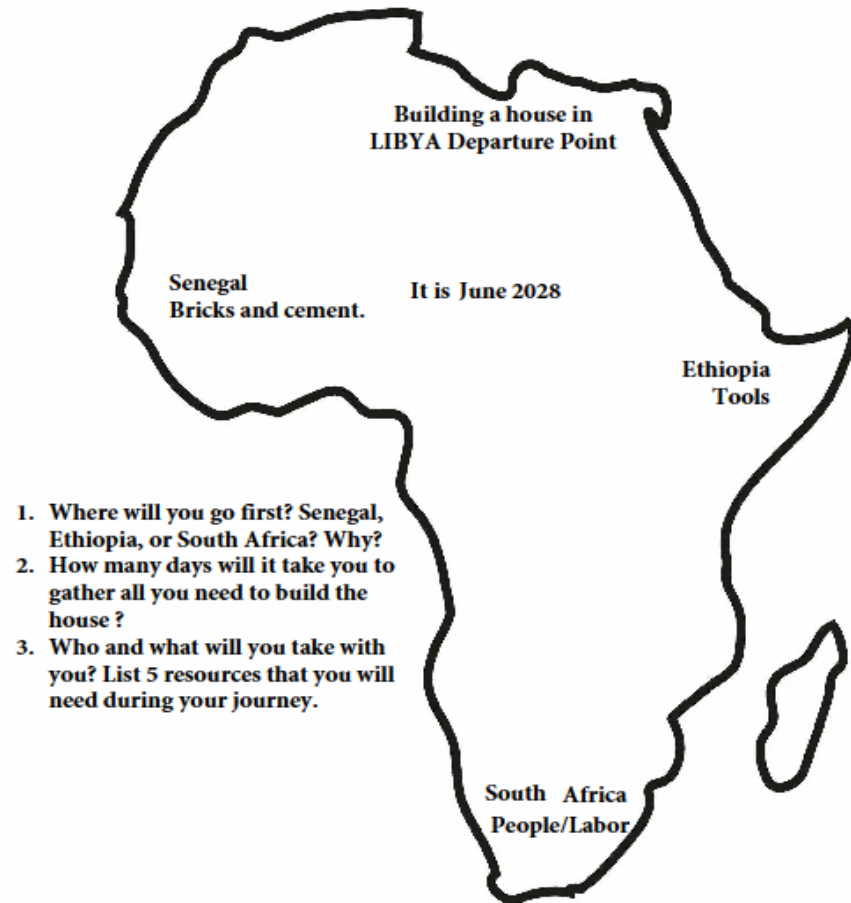


Building Strategic Foresight Capabilities

Changing minds and mindsets –
In times of increasingly rapid change, growing complexity, and critical uncertainty, responsible governance requires preparing for the unexpected.

Doing strategic foresight alone will not produce a strategy.

Foresight instead aims to pose key questions that might have gone unasked in **developing a strategy**, and to **reveal and challenge potentially fatal assumptions** and expectations built into current policies and plans.



Strategic Foresight and National Security Strategy Development and Implementation



HORIZON SCANNING

Seeking and researching signals of change in the present and their potential future impacts



CHANGE DRIVERS

Identifying which potential changes could be the most surprising and significant



SCENARIOS

Developing multiple stories or imaginary pictures of how the future could look in order to explore and learn from them



OPPORTUNITIES & CHALLENGES

Exploring what could change in the policy environment that could make it easier or harder to achieve certain policy objectives



POLICY IMPLICATIONS

Developing perspectives for action in the present that help to inform policy making

Ref:oecd.org/strategic-foresight

We will not enjoy development without security, we will not enjoy security without development, and we will not enjoy either without respect for human rights



Focus on Security

The desire for security is universal

Uncertainty and Danger: dominant features of human existence

To be secure is to be undisturbed by danger or fear

If there were no threats, the need to guarantee security would disappear

What Is National Security Strategy(NSS)?

At a national level, NSS can provide

- Guiding vision of interests and values
- Plan to link goals and resources in a defined period of time
- Process to coordinate elements of national power (e.g., economic, security, political/diplomatic, informational)
- Theory of success

Why Have An NSS?

- 1) Develop logical pathway to link national goals and national resources over time
- 2) Create alignment of priorities and activities
 - Within government
 - Within society
- 3) Sustain stakeholder (*esp. citizens*) support
- 4) Enable accountability

How African Countries Define National Security?

- **Ghana: National Security Strategy Guiding Principles:** “Ensuring People-Centred Security. Provide for a people-centric human security response approach to Ghana’s national security in line with Article 1(1) of the 1992 Constitution which states that “The Sovereignty of Ghana resides in the people of Ghana in whose name and for whose welfare the powers of government are to be exercised in the manner and within the limits laid down in this Constitution.”
- **Nigeria:** The National Security Strategy underscores the belief and generally acknowledged view that security is the cornerstone of development and progress in a free society, and that security is a guarantee of the well-being of citizens and stability of the state. The notion of security adopted here however reflects the contemporary paradigm shift away from the state-centric focus of security to one which is comprehensive and emphasizes human security.
- **Liberia Definition of National Security:** It is defined as the process of ‘ensuring the protection of all of Liberia’s citizens, its sovereignty, its culture, its territorial integrity and its economic wellbeing’. This broad definition means that security goes beyond the traditional focus on the military and the government, and focuses instead on the people.

Why National Security Strategy? African Union's Call

- Recognition of deficits in the delivery and governance of security
- **“The national authority of a Member State will produce through a fully consultative and participatory process, a well-defined national security strategy based on democratic principles, human security needs, respect for human rights and international humanitarian law”**
- AU suggested the following elements of National Security Strategy:
 - ✓ Long-term vision
 - ✓ Security interests to complement national development objectives
 - ✓ Guiding principles of non-aggression, legitimate self-defense and collective security
 - ✓ Efficient use of resources
 - ✓ Participation of all groups including women and girls at level of national security activity

Source: African Union Policy Framework on Security Sector Reform, 2013:14-15)

NSS Development in Africa

- Why is attention to NSS development growing?
- Possible answers:
 - **Changing conception of security**
 - Complicated threat environment
 - Post-conflict reconstruction
 - State-building
 - Nation-building
 - **Changing political leadership**

MAIN IDEA

A national security strategy must be developed to provide coherent responses to security challenges. It requires a major effort in planning and anticipating problems, and an inclusive approach despite difficulties related to the number and the diversity of actors

Context – Africa Center Framework for National Security Strategy Development

Concept	Narrow - traditional military	Broader - human security
Referent <i>Whose security?</i>	Regime, state “Territorial defense”	Security of the state and its population “National security and public safety”
Stakeholders <i>Whose responsibility?</i>	Executive, military	Security sector and related government sectors
→ Approach	Exclusive – siloed approach	Inclusive – holistic approach
→ Process	Top-down, closed process	Top-down, consultative process
→ Access	Classified	Public

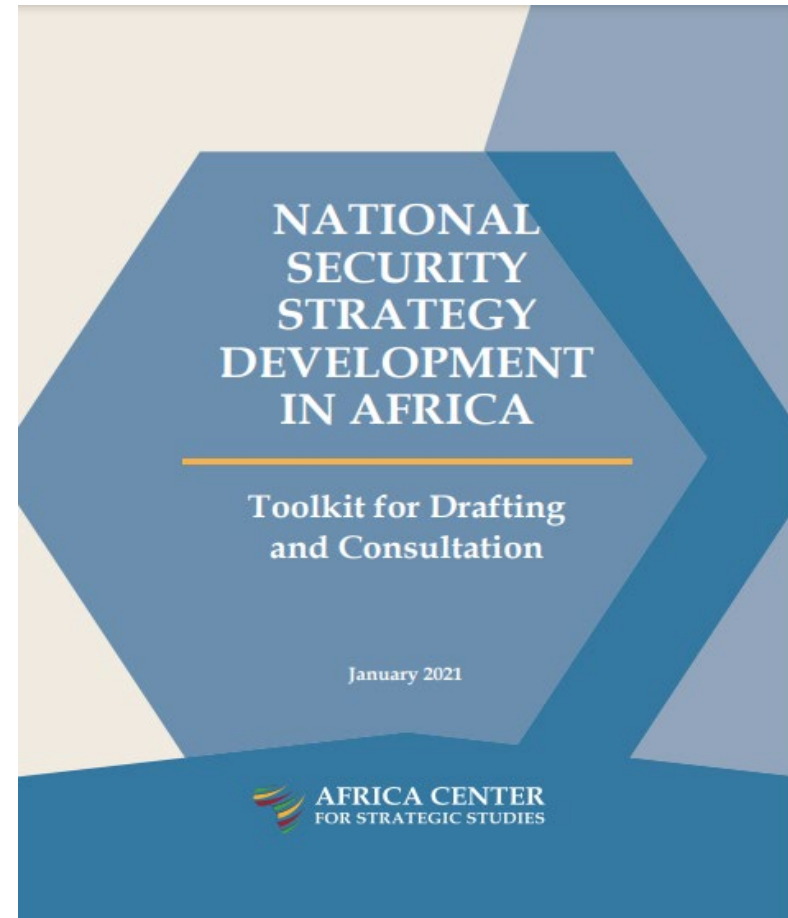
Africa Center Engagements/consultations

- ❖ [National Security Strategy Development and Implementation](#)
Virtual Academic Program, April 20 – May 5, 2021
- ❖ [National Security Strategy Development Process: Lessons Learned](#)
Virtual Academic Program, March 9–24, 2021
- ❖ [National Security Strategy Development and Implementation](#)
Virtual Academic Program, January 19 – February 3, 2021
- ❖ [National Security Strategy Development Workshop: North and Eastern Africa](#)
August 12–16, 2019 (Tunis, Tunisia)
- ❖ [National Security Strategy Development Workshop: Central and Southern Africa](#)
April 8–12, 2019 (Gaborone, Botswana)
- ❖ [National Security Strategy Development Workshop: West Africa](#)
August 6–10, 2018 (Dakar, Senegal)
- ❖ [National Security Strategy Development Workshop](#)
January 24–27, 2017 (Washington, DC)

Africa Center Engagements/consultations

National Security Strategy Development Case Studies (Working Drafts)

- ❖ Botswana: [English](#) |
- ❖ Burkina Faso: [English](#) |
- ❖ Côte d'Ivoire: [English](#) |
- ❖ Gambia: [English](#) |
- ❖ Ghana: [English](#) |
- ❖ Liberia: [English](#) |
- ❖ Madagascar: [English](#) |
- ❖ Nigeria: [English](#) |
- ❖ Senegal/Sénégal: [English](#) |
- ❖ South Africa/Afrique du Sud: [English](#) |
- ❖ South Sudan/Soudan du Sud: [English](#) |



- ✓ Kuol, Luka, and Joel Amegboh. "*Rethinking National Security Strategies in Africa.*" *International Relations and Diplomacy* 9, no. 01 (2021): 1-17.

Context – Africa Center Framework for National Security Strategy Development

The 5 Ps

- Process
- Product
- Priorities
- **People**
- Partnerships

Africa Center Engagements/consultations

What Makes a Good NSS?

A good NSS must reflect a country's unique strategic culture be implementable:

- It must be realistic
- It must be understandable
- It must be resource-informed
- It must articulate priorities, trade-offs, and associated risks

Major Challenges

- Conflict of leadership
- Political will and support
- Inability to involve the beneficiaries
- Unrealistic goal setting
- Confidence deficiency
- Planning and resources



KEY TAKEAWAYS

CREATING CONDUCTIVE ENVIRONMENT FOR FORMULATING AND IMPLEMENTING NSS

- **Strategic understanding of issues and situations**
- **Definition of a Broader National Security Vision**
- **National ownership and Leadership**
- **The importance of the participatory and inclusive process**
- **Relevance of the holistic approach**
- **Legislative/Parliamentary oversight**
- **Flexibility and adaptability based on resources**
- **Leverage Partnership**

Conclusion

He or She who thinks he or she is leading and has no one following him or her is only taking a walk -

(African Proverbs)

Articulating your vision is vital in leadership. A vision enables your team and your people to resonate with you.

Questions/comments?



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